

## 2018 Current Fiscal Year Report: Defense Innovation Board

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### 1. Department or Agency

Department of Defense

### 2. Fiscal Year

2018

### 3. Committee or Subcommittee

Defense Innovation Board

### 3b. GSA Committee No.

2566

### 4. Is this New During Fiscal Year?

No

### 5. Current Charter

04/15/2018

### 6. Expected Renewal Date

04/15/2020

### 7. Expected Term Date

### 8a. Was Terminated During Fiscal Year?

No

### 8b. Specific Termination Authority

### 8c. Actual Term Date

### 9. Agency Recommendation for Next Fiscal Year

Continue

### 10a. Legislation Req to Terminate?

No

### 10b. Legislation Pending?

Not Applicable

### 11. Establishment Authority Agency Authority

### 12. Specific Establishment Authority

Secretary of Defense Determination

### 13. Effective Date

03/02/2016

### 14. Committee Type

Continuing

### 14c. Presidential?

No

### 15. Description of Committee National Policy Issue Advisory Board

### 16a. Total Number of Reports

No Reports for this Fiscal Year

### 17a. Open 2 Meetings and Dates

#### Purpose

The mission of the DIB is to examine and provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and processes, business and functional concepts, and technology applications. The DIB focuses on (a) technology and capabilities, (b) practices and operations, and (c) people and culture. The mission of the DIB is to examine and provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and processes, business and functional concepts, and technology applications. The DIB focuses on (a) technology and capabilities, (b) practices and operations, and (c) people and culture. The mission of the DIB is to examine and provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and processes, business and functional concepts, and technology applications. The DIB focuses on (a) technology and capabilities, (b) practices and operations, and (c) people and culture. The mission of the DIB is to examine and provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and processes, business and functional concepts, and technology applications. The DIB focuses on (a) technology and capabilities, (b) practices and operations, and (c) people and culture.

#### Start

#### End

10/24/2017 - 10/24/2017

01/17/2018 - 01/17/2018

04/26/2018 - 04/26/2018

07/11/2018 - 07/11/2018

[illegible]

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 07/19/2018 - 07/19/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 07/25/2018 - 07/25/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/08/2018 - 08/08/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/15/2018 - 08/15/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/17/2018 - 08/17/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/20/2018 - 08/20/2018  
[Science and Technology]included a site visit for research in support of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/21/2018 - 08/23/2018  
[Science and Technology]included a site visit for research in support of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 08/29/2018 - 08/29/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 09/05/2018 - 09/05/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 09/06/2018 - 09/06/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 09/11/2018 - 09/11/2018  
[Science and Technology]included a site visit for research in support of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 09/14/2018 - 09/14/2018  
[Science and Technology]provided a status update of the study

[Science and Technology] FY18 NDAA Section 872 directs the DIB to conduct a software acquisition and practices study; this meeting between the Science & Technology (S&T) Subcommittee and DIB staff 09/20/2018 - 09/20/2018  
[Science and Technology]provided a status update of the study

### Number of Committee Meetings Listed: 36

	Current FY	Next FY
<b>18a(1). Personnel Pmts to Non-Federal Members</b>	\$0.00	\$0.00
<b>18a(2). Personnel Pmts to Federal Members</b>	\$0.00	\$0.00
<b>18a(3). Personnel Pmts to Federal Staff</b>	\$635,188.00	\$895,000.00
<b>18a(4). Personnel Pmts to Non-Member Consultants</b>	\$0.00	\$0.00
<b>18b(1). Travel and Per Diem to Non-Federal Members</b>	\$32,419.00	\$90,000.00
<b>18b(2). Travel and Per Diem to Federal Members</b>	\$0.00	\$0.00
<b>18b(3). Travel and Per Diem to Federal Staff</b>	\$43,638.00	\$60,000.00
<b>18b(4). Travel and Per Diem to Non-member Consultants</b>	\$0.00	\$0.00
<b>18c. Other(rents,user charges, graphics, printing, mail, etc.)</b>	\$5,812,950.00	\$918,000.00
<b>18d. Total</b>	\$6,540,453.00	\$1,967,000.00

**20a. How does the Committee accomplish its purpose?**

The Board provides the Secretary of Defense and the Deputy Secretary of Defense, through the Undersecretary of Defense for Research and Engineering, independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and process, business and functional concepts, and technology applications. In Fiscal Year 2018, members of the Board embarked on a series of eight research/site visits throughout the United States and one trip overseas to study how the Department of Defense has incorporated innovative technologies and practices and where new technologies and practices are needed.

**20b. How does the Committee balance its membership?**

The members possess the some or all of the following: (a) a proven track record of sound judgment in leading or governing large, complex private sector corporations or organizations; (b) demonstrated performance in identifying and adopting new technology innovations into the operations of large organizations in either the public or private sector; and (c) demonstrated performance in developing new technology concepts.

**20c. How frequent and relevant are the Committee Meetings?**

Estimated Number of Meetings per Year - 4. Quarterly public meetings are held for the purpose of discussing and/or finalizing new recommendations and for research conducted by the subcommittees to be briefed to and discussed by the full Board membership.

**20d. Why can't the advice or information this committee provides be obtained elsewhere?**

The Secretary of Defense established the Defense Innovation Board (originally called the Defense Innovation Advisory Board) to provide independent advice to the DoD on the best and latest practices in innovation that the department can emulate. Through their research sessions throughout the DoD, the Board has been provided access to classified facilities and information which informs their advice. In the judgment of the DoD this independent advice could not be provided by any other DoD advisory committee.

**20e. Why is it necessary to close and/or partially closed committee meetings?**

Meetings are not closed to the public unless the DoD determines that items on the planned agenda meet the closed meeting provisions of 5 U.S.C. § 552b(c). Pursuant to DoD policy closed meetings can only be authorized by the DoD Sponsor, the Under Secretary of Defense for Research and Engineering, and only after consultation with the Office of the DoD GC.

## 21. Remarks

The Board, established April 15, 2016, does not focus on conducting expansive studies and reports, instead focusing on preparing action plans and experiments with proposals concentrated in three areas: people and culture, technology and capabilities, and practices and operations. Gathering data firsthand, the Board traveled to military facilities, bases and commands to hear from officers and enlisted service members across the Department of Defense.

## Designated Federal Officer

Travis H Sheets Designated Federal Officer

Committee Members	Start	End	Occupation	Member Designation
Bayer, Michael	07/07/2016	04/18/2018	Chair of the Defense Business Board	Special Government Employee (SGE) Member
Fields, Craig	07/07/2016	04/18/2018	Chair of the Defense Science Board	Special Government Employee (SGE) Member
Grant, Adam	06/24/2016	06/23/2020	The Saul P. Steinberg Professor of Management and Psychology, Wharton School, University of Pennsylvania	Special Government Employee (SGE) Member
Hamre, John	07/07/2016	04/18/2018	Chair, Defense Policy Board	Special Government Employee (SGE) Member
Hillis, W.	07/26/2016	07/25/2020	Founder, Applied Invention	Special Government Employee (SGE) Member
Hoffman, Reid	09/15/2016	09/14/2020	Co-founder, Linked-In & Partner, Greylock Partners	Special Government Employee (SGE) Member
Isaacson, Walter	06/29/2016	06/28/2020	Distinguished Fellow, the Aspen Institute and Professor of History, Tulane University	Special Government Employee (SGE) Member
Lander, Eric	09/28/2016	09/27/2020	President and Founding Director, Broad Institute of Massachusetts Institute of Technology and Harvard	Special Government Employee (SGE) Member
Levine, Marne	09/22/2016	09/21/2020	Chief Operating Officer, Instagram	Special Government Employee (SGE) Member
McQuade, J.	05/18/2016	05/17/2020	former Senior Vice President, Science and Technology, United Technologies Corporation	Special Government Employee (SGE) Member

McRaven, William	07/25/2016 08/20/2018	Chancellor of The University of Texas System	Special Government Employee (SGE) Member
Medin, Milo	05/18/2016 05/17/2020	Vice President, Access Services, Google Capital	Special Government Employee (SGE) Member
Murray, Richard	05/18/2016 05/17/2020	Thomas E. and Doris Everhart Professor of Control and Dynamical Systems and Bioengineering, Caltech	Special Government Employee (SGE) Member
Pahlka, Jennifer	10/04/2016 10/03/2020	Founder & Executive Director, Code for America	Special Government Employee (SGE) Member
Schmidt, Eric	05/18/2016 05/17/2020	Technical Advisor, Alphabet, Inc.	Special Government Employee (SGE) Member
Tyson, Neil	10/04/2016 10/03/2020	Director, Hayden Planetarium	Special Government Employee (SGE) Member
McQuade, J. [Science and Technology]	08/04/2016 05/17/2020	Senior Vice President, Science & Technology, United Technology	Special Government Employee (SGE) Member
Murray, Richard [Science and Technology]	08/04/2016 05/17/2020	Professor, California Institute of Technology	Special Government Employee (SGE) Member

## Number of Committee Members Listed: 18

### Narrative Description

The Board shall provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and process, business and functional concepts, and technology applications.

### What are the most significant program outcomes associated with this committee?

Checked if Applies

Improvements to health or safety	<input checked="" type="checkbox"/>
Trust in government	<input checked="" type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input checked="" type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input checked="" type="checkbox"/>

Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input type="checkbox"/>
Other	<input type="checkbox"/>

**Outcome Comments**

Not Applicable

**What are the cost savings associated with this committee?**

Checked if Applies

None	<input type="checkbox"/>
Unable to Determine	<input checked="" type="checkbox"/>
Under \$100,000	<input type="checkbox"/>
\$100,000 - \$500,000	<input type="checkbox"/>
\$500,001 - \$1,000,000	<input type="checkbox"/>
\$1,000,001 - \$5,000,000	<input type="checkbox"/>
\$5,000,001 - \$10,000,000	<input type="checkbox"/>
Over \$10,000,000	<input type="checkbox"/>
Cost Savings Other	<input type="checkbox"/>

**Cost Savings Comments**

Not Applicable

**What is the approximate Number of recommendations produced by this committee for the life of the committee?**

14

**Number of Recommendations Comments**

The Defense Innovation Board generated 14 recommendations to the Secretary of Defense.

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**

0%

**% of Recommendations Fully Implemented Comments**

One recommendation, accepted by former Secretary of Defense Carter, is being fully implemented as announced by the Chief Information Officer in July 2018. The establishment of the Joint Artificial Intelligence Center by Secretary of Defense Mattis effectively implements the Board's recommendation in support of developing artificial

intelligence and machine learning projects within the Department of Defense

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**

57%

**% of Recommendations Partially Implemented Comments**

Two new recommendations were accepted by the Department of Defense for implementation. Additionally the Secretary of Defense and Deputy Secretary of Defense have taken actions that align with nine additional Board recommendations in the areas of cloud computing; developing innovation capacity within the workforce; developing cloud computing and bandwidth capabilities; embedding technical teams within major commands; expanding new approaches to innovation; Innovating acquisition processes; establishing computer science as a core competency; establishing a chief innovation officer; encouraging bureaucracy and procedural reform; improved data management processes; continued commitment to Defense Innovation Unit and Strategic Capabilities Office; assessing cyber vulnerabilities of networks and defense systems.

**Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?**

Yes ☒ No ☐ Not Applicable ☐

**Agency Feedback Comments**

The Executive Director provides implementation updates to the Defense Innovation Board at their quarterly meeting to inform them of the Department of Defense activity occurring in response to their recommendations. Additionally, when possible, the Secretary of Defense provides direct feedback to the Chair and/or other members of the Defense Innovation Board during their sessions in the Pentagon.

**What other actions has the agency taken as a result of the committee's advice or recommendation?**

Checked if Applies

Reorganized Priorities	<input type="checkbox"/>
Reallocated resources	<input type="checkbox"/>
Issued new regulation	<input type="checkbox"/>
Proposed legislation	<input type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input type="checkbox"/>



**Action Comments**

Not Applicable

**Is the Committee engaged in the review of applications for grants?**

No

**Grant Review Comments**

Not Applicable

**How is access provided to the information for the Committee's documentation?**

Checked if Applies

Contact DFO

☐

Online Agency Web Site

☐

Online Committee Web Site

☒

Online GSA FACA Web Site

☒

Publications

☐

Other

☐**Access Comments**

Not Applicable